



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
EQUAL EMPLOYMENT OPPORTUNITY AND CIVIL RIGHTS
1901 SOUTH BELL STREET 2ND FLOOR, CM 4
ARLINGTON, VA 22202-4508

SAMR-EOCR

12 March 2007

MEMORANDUM FOR

Commanding General, Installation Management Command (IMCOM), 600 Army
Pentagon, Washington, DC 20310-0600
Commanding General, US Army Corps of Engineers (USACE), 441 G Street, NW
Washington, DC 20314-1000
Commanding General, US Army Materiel Command (USAMC), 9301 Chapek Road,
Fort Belvoir, VA 22060-5527
Commanding General, US Army Medical Command/The Surgeon General
(USMEDCOM), 5109 Leesburg Pike, Falls Church, VA 22041

SUBJECT: Performance Objectives for Supervisory and Non-Supervisory EEO
Managers at Army Garrisons, Districts, and Installations under NSPS

1. Reference the enclosed 8 March 2007 memorandum addressing the implementation of Department of Army position descriptions (PDs) for all Supervisory and Non-Supervisory "operational" EEO Managers at Garrisons, Installations, and Districts.
2. At enclosure 2 are the newly established Standard *Specific, Measurable, Aligned, Realistic/Relevant, Timed* (SMART) performance objectives, as coordinated with the EEO Directors of IMCOM, USACE, USAMC, and USMEDCOM as well as the DA NSPS Training staff. These objectives link to the referenced Standard PDs with the expectation that EEO Managers will meet or exceed the depth and complexity of their Program Management responsibilities.
3. Questions regarding implementation of the referenced Standard PDs should be directed to the servicing Civilian Personnel Advisory Center (CPAC).
4. Questions regarding implementation of the subject performance objectives should be directed to Ms. Robbye Langenfeld; e-mail Robbye.Langenfeld@hqda.army.mil; phone 703-607-1609.

2 Enclosures

RAMON SURIS-FERNANDEZ
Deputy Assistant Secretary of the Army
(Equal Employment Opportunity and Civil Rights)

SAMR-EOCR

SUBJECT: Performance Objectives for Supervisory and Non-Supervisory EEO
Managers at Army Garrisons, Districts, and Installations under NSPS

CF: (w/encls)

Assistant Deputy Chief of Staff, G1, for Civilian Personnel (DAPE-CP)

EEO OFFICES:

CHIEF, EEO, IMCOM (IMA-Z/MS. SEEMA SALTER)

CHIEF, EEO, USACE (CEEEO/MR. GONZELLAS WILLIAMS)

EEO OFFICER, AMC (MS. JEAN JAMES)

EEO OFFICER, MEDCOM (MCEE/MS. CARMEN LOPEZ)

**Performance Objectives and Contributing Factors
for Supervisory “Operational” Equal Employment Managers of
Garrison/District/Installation EEO Programs**

1. State of the EEO Program Briefings and Removal of Barriers to Equal Employment

By 1 December of every FY year, or as early as practical **but prior to certification of the EEOC MD 715 report**, brief Commander(s) of Garrison/District/Installation, as appropriate, coordinate with serviced tenant commands, on the “State of the EEO Program”. Briefings must address applicable barrier analysis and action plan(s), including complaint processing and special emphasis program initiatives, and as appropriate, organizational and individual successes, best practices, EEO related issues based upon analysis of work force data, personnel management data, sensing meetings, etc.

Weight: 25%

Contributing Factors: Communication and Customer Focus

Specific: State of EEO Program briefings are required every year; elements of briefings are identified

Measurable: Briefings must be completed as early as practical every year. Quality of briefings based on Commander(s) and senior management feedback, accuracy, timeliness, standup reports to Commander(s), and IPRs to senior civilian leadership.

Aligned with: ASA M&RA Strategic Plan, 2006-2009, Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian; Objective 2.7: Identify barriers to civilian Equal Employment Opportunity in the Workplace or (insert) applicable local Strategic Plan Goal.

Realistic/Relevant: Meets ASA M&RA Strategic Goal, Federal requirements and level of position’s responsibility.

Timed: The State of EEO Program Brief is an annual requirement. Standup reports and IPRs are conducted as appropriate.

2. Efficiency and Compliance.

During the rating period, ensure the processing of EEO discrimination complaints is in accordance with EEOC and AR 690-600 guidelines. Implement and input data collection and reporting systems within one week of action. Meet EEO reporting requirements by dates specified by higher headquarters (e.g., DRU/Army Commands). **Weight: 20%**

Contributing Factors: Cooperation and Teamwork and Customer Focus

Specific: Complaint processing timeframes are contained in AR 690-600. Recurring reporting requirements are contained in DoD, DA, and DRU/Army Command guidance.

Measurable: Complaints are timely processed in accordance AR-690-600 and in coordination with Labor counselors or other stakeholders such as Commanders, Labor Union officials, Civilian HR Officials, EEO counselors, mediators, DoD Investigations and Resolution Division, Resource Management officials. Requests to extend due dates of complaints processes or recurring EEO reports must be based on legitimate mission

requirements. Recurring reports must meet quality standards as dictated by the DRU/Army Command.

Aligned with: ASA (M&RA) Strategic Plan 2006-2009, Goals 2 and 6: (Goal 2 explained in Objective #1). Goal 6: Support Soldiers, veterans, civilians, and families through timely, fair, and equitable decisions. Performance Objective: 6.1. Make timely, legal and accurate decisions that support the best interest of the Army, Soldiers, veterans and their family members; Army civilian, former employees and job applicants. Or (insert) applicable local Strategic Plan Goal.

Realistic/Relevant: Meets ASA M&RA Strategic Goals, Federal requirements and level of position's responsibilities or (insert) applicable local Strategic Plan Goal.

Timed: As complaints occur and reports are required throughout the performance year.

3. EEO advice and consultation

Advise management/staff on EEO issues. Actively participate in Garrison/District/Installation and tenant Command, as appropriate, in pre-decisional deliberations regarding the workforce (e.g., workforce shaping and HR elements (recruitment and compensation strategies, performance management, vacancy projections, succession planning, and National Security Personnel System (NSPS) policies) **Weight 20%**

Contributing Factors: Cooperation and Teamwork and Communication

Specific: Presence and quality contributions at pre-decisional meetings on specific subjects for which EEO implications might be overlooked if not detected by the EEO Manager.

Measurable: Participant at the deliberations; development and presentation of formal proposals; collaboration with other managers in design of compensation and workforce shaping strategies; analyses of adequacy of selection or performance objectives that meet the needs of the organization and are relevant to the organizations' strategies to remove barriers to EEO.

Aligned with: Same as Objective #1 or (insert) applicable local Strategic Plan Goal.

Realistic/Relevant: Same as Objective #1

Timed: As these meetings occur throughout the performance year.

4. Command Communications of EEO Policies

By 1 September of every fiscal year, or as early as practical, publicize and train Garrison/District/Installation and serviced tenant workforces (to include military supervisors of civilian employees) on DA EEO policy and Command(s) EEO policy/processes to include the following: NoFEAR, Alternative Dispute Resolution, Reasonable Accommodation of Disabilities, EEOC MD715 Model EEO Program requirements, POSH, EEO responsibilities of supervisors and employees, and employee EEO rights and entitlements. **Weight: 10%**

Contributing Factors: Communication and Customer Focus

Specific: Training in certain EEO subjects is required every year for Commanders and all civilian supervisors and military supervisors of civilians.

Measurable: Training must be completed as early as practical every year and address

specific subjects. Quality of training is assessed by Commander/supervisory feedback and understanding of training subjects

Aligned with: same as Objective #1 or (insert) applicable local Strategic Plan Goal.

Realistic/Relevant: same as Objective #1

Timed: Annual requirement

5. Supervision (Army Standard Supervisory Performance Objective)

Execute the full range of human resources (including performance management as outlined in DoD 1400.25-M, SC1940.5.7.4) and fiscal responsibilities within established timelines and in accordance with applicable regulations. Adhere to merit principles.

Develop a vision for the work unit; align performance expectations with organizational goals. Maintain a safe work environment and promptly address allegations of noncompliance. Ensure EEO principles are adhered to throughout the organization.

Ensure continuing application of, and compliance with, applicable laws, regulations and policies governing prohibited personnel practices, promptly address allegation of prohibited discrimination, harassment, and retaliation.

Weight: 25 %

Contributing Factors: Leadership

NOTE: To meet the EEO portion of this objective, supervisors must comply with those applicable provisions of the DoD Civilian Equal Employment Opportunity Program, DoDD 1400.1, and the Equal Employment Opportunity Commission's Management Directive 715. Communicate EEO policies and ensure adherence throughout the work unit. See early dispute resolution through Alternate Dispute Resolution techniques, promptly address accommodation requests, and ensure that EEO-related training requirements are met.

Weighting: #1 = 25%

#2 = 20%

#3 = 20%

#4 = 10%

#5 = 25%

100%

**Performance Objectives and Contributing Factors
for Non supervisory “Operational” Equal Employment Managers of
Garrison/District/Installation EEO Programs**

1. State of the EEO Program Briefings and Removal of Barriers to Equal Employment

By 1 December of every FY year, or as early as practical **but prior to certification of the EEO MD 715 report**, brief Commander(s) of Garrison/District/Installation, as appropriate, coordinate with serviced tenant commands, on the “State of the EEO Program”. Briefings must address applicable barrier analysis and action plan(s), including complaint processing and special emphasis program initiatives, and as appropriate, organizational and individual successes, best practices, EEO related issues based upon analysis of work force data, personnel management data, sensing meetings, etc.

Weight: 30%

Contributing Factors: Communication and Customer Focus

Specific: State of EEO Program briefings are required every year; elements of briefings are identified

Measurable: Briefings must be completed as early as practical every year. Quality of briefings based on Commander(s) and senior management feedback, accuracy, timeliness, standup reports to Commander(s), and IPRs to senior civilian leadership.

Aligned with: ASA M&RA Strategic Plan, 2006-2009, Goal 2: Recruit, retain and support a capable, diverse, adaptive and high-quality Army: military and civilian; Objective 2.7: Identify barriers to civilian Equal Employment Opportunity in the Workplace or (insert) applicable local Strategic Plan Goal.

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Weight: 30%

Contributing Factors: Cooperation and Teamwork and Customer Focus

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of complaints processes or recurring EEO reports must be based on legitimate mission requirements. Recurring reports must meet quality standards as dictated by the DRU/Army Command.

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Weight 20%

Contributing Factors: Cooperation and Teamwork and Communication

Specific: Presence and quality contributions at pre-decisional meetings on specific subjects for which EEO implications might be overlooked if not detected by the EEO Manager.

Measurable: Participant at the deliberations; development and presentation of formal proposals; collaboration with other managers in design of compensation and workforce shaping strategies; analyses of adequacy of selection or performance objectives that meet the needs of the organization and are relevant to the organizations' strategies to remove barriers to EEO.

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Contributing Factors: Communication and Customer Focus

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Aligned with: same as Objective #1 or (insert) applicable local Strategic Plan Goal.

Realistic/Relevant: same as Objective #1

Timed: Annual requirement

Weighting: #1 = 30%

#2 = 30%

#3 = 20%

#4 = 20%

Total 100%